



Gate Review Process

presented at DODCAS 2009 DON
Session

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Gate Review Process Overview

- Purpose
 - improve *governance* and *insight*
 - ensure *alignment* between **capability requirements** and **acquisition**
 - improve senior leadership *decision making*
 - gain *better understanding* of **RISKS** and **COSTS**
- Objectives
 - endorse or approve key JCIDS and acquisition documents
 - facilitate decisions regarding capabilities and material solutions
- 2-Pass, 6-Gate Process
 - address Requirements and Acquisition governance respectively
 - EVERY GATE reviews program health - **cost, risks, budget**



Gate Review Board Membership

- Principal (voting) members
 - CNO / CMC / VCNO / ACMC
 - ASN (RDA) / PDASN
 - ASN (FM&C)
 - OPNAV N8 / HQMC DC P&R and DC CD&I
 - Appropriate SYSCOM Commander
- Advisory (non-voting) members
 - Resource Sponsor, CHSENG
 - N80, N81, N091, FMB
 - Cognizant DASN
 - DASN (C&E)
- Attendance limited to Principal or Deputy (Flag/SES) plus one



Pass 1 Gates

- Gates 1, 2, and 3 “Requirements” Gates
 - Led by CNO or CMC
 - Starts prior to Material Development Decision, ends after Gate 3
 - Leads to:
 - Approving the ICD
 - Approving AOA guidance
 - Selecting an AOA “optimal” alternative
 - Approving a CDD
 - Developing a CONOPS
 - Approving System Design Specification (SDS) Development Plan



Pass 2 Gates

- Gates 4, 5, and 6 “Acquisition” Gates
 - Led by ASN(RDA)
 - Starts after Gate 3, ends after Milestone B (initial EMD phase)
 - Leads to:
 - Approving the SDS
 - Approving release of the RFP
 - Assessing readiness for production
 - Assessing sufficiency of the EVMS PMB
 - Assessing the IBR
 - Follow-on Gate 6’s pre- and post-Milestone C and FRP DR
 - Serve as Configuration Steering Boards and review program health



Pass 1 - Requirements Gates

- Gate 1: Approval of the ICD
 - input: Service review of the ICD
 - brief: AoA assumptions, **cost constraints** and **life-cycle considerations**
 - outcome: Validates AoA guidance, authorizes to proceed to MSA phase
- Gate 2: Approval of the preferred alternative
 - input: Approved ICD, AoA, “sufficiently mature” MS-A documentation
 - brief: AoA assumptions, analysis, findings, preliminary TRL assessment
 - brief: **Projected life cycle costs for all AoA options**
 - outcome: Approves development of CDD and CONOPS for alternative



Pass 1 - Requirements Gates

- Gate 3: Approval of the Service CDD and CONOPS
 - input: Approved AoA, SDS development plan
 - input: Service review of CDD/CONOPS,
 - supports **LCCE** (employment, sustainment, training, manning, etc)
 - brief: **Initial independent cost estimate & schedule assessment**
 - brief: **Compare to PM estimates**
 - outcome: Approves the CDD/CONOPS, SDS development plan
 - outcome: Approves program to MS-A (or with MS-B preparations)



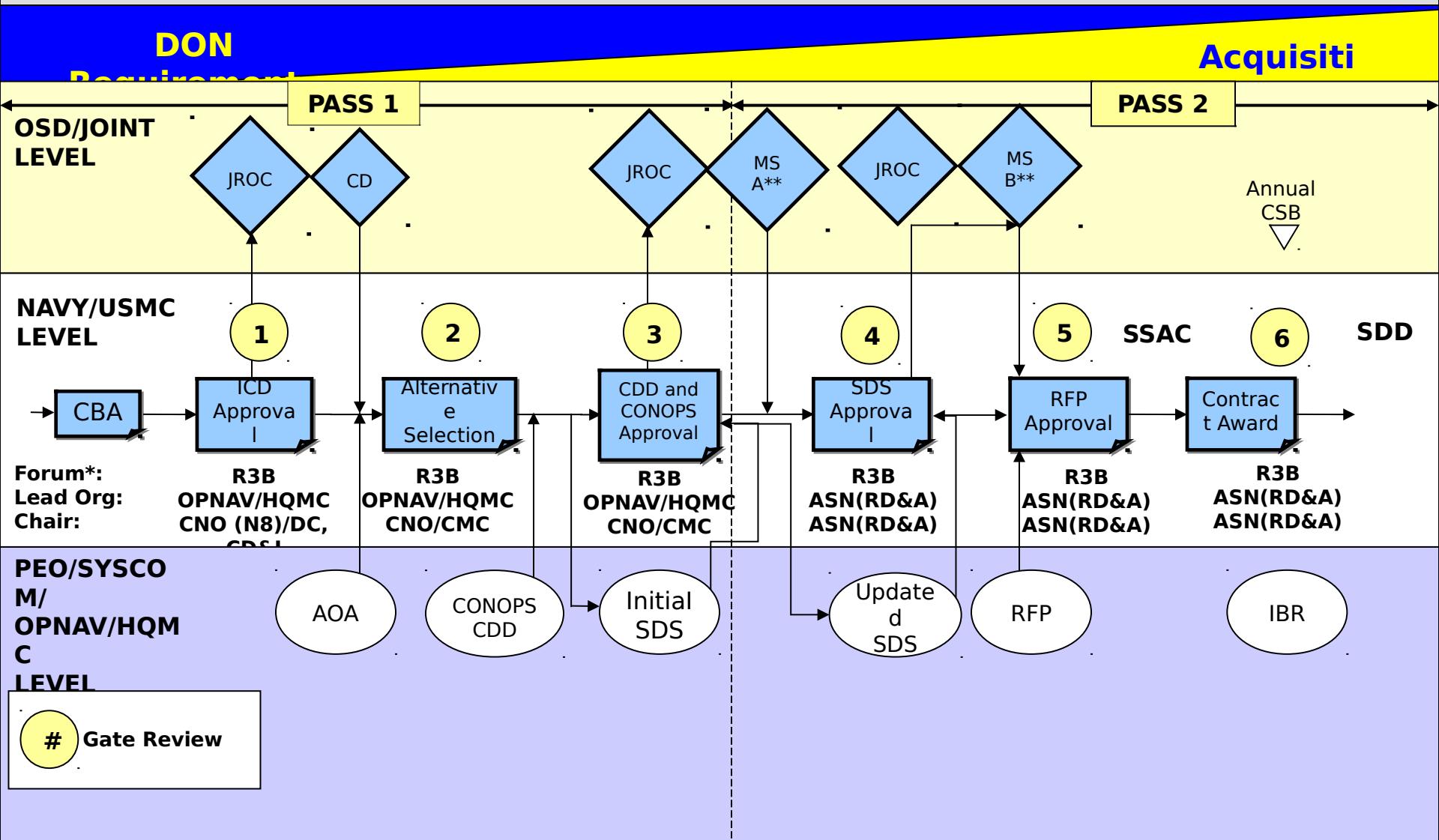
Pass 2 - Acquisition Gates

- Gate 4: Approval of the SDS
 - may be combined with Gate 5 and MS-B for ACAT IC/IAC/II
 - input: Approved CDD, CONOPS, and review of SDS
 - input: **Independent cost estimate**, **PM cost estimate**, budget
 - brief: **Capability**, **risk**, **independent/PM cost/schedule estimates**
 - outcome: Authorizes program to proceed to Gate 5 (or Milestone B)
- Gate 5: Approval of release of the RFP
 - may be before, concurrent with, or after MS-B
 - input: Approved SDS, key business elements in acquisition strategy
 - brief: Capability, **risk**, **independent/PM cost and schedule estimates**
 - outcome: RFP approval for release to industry

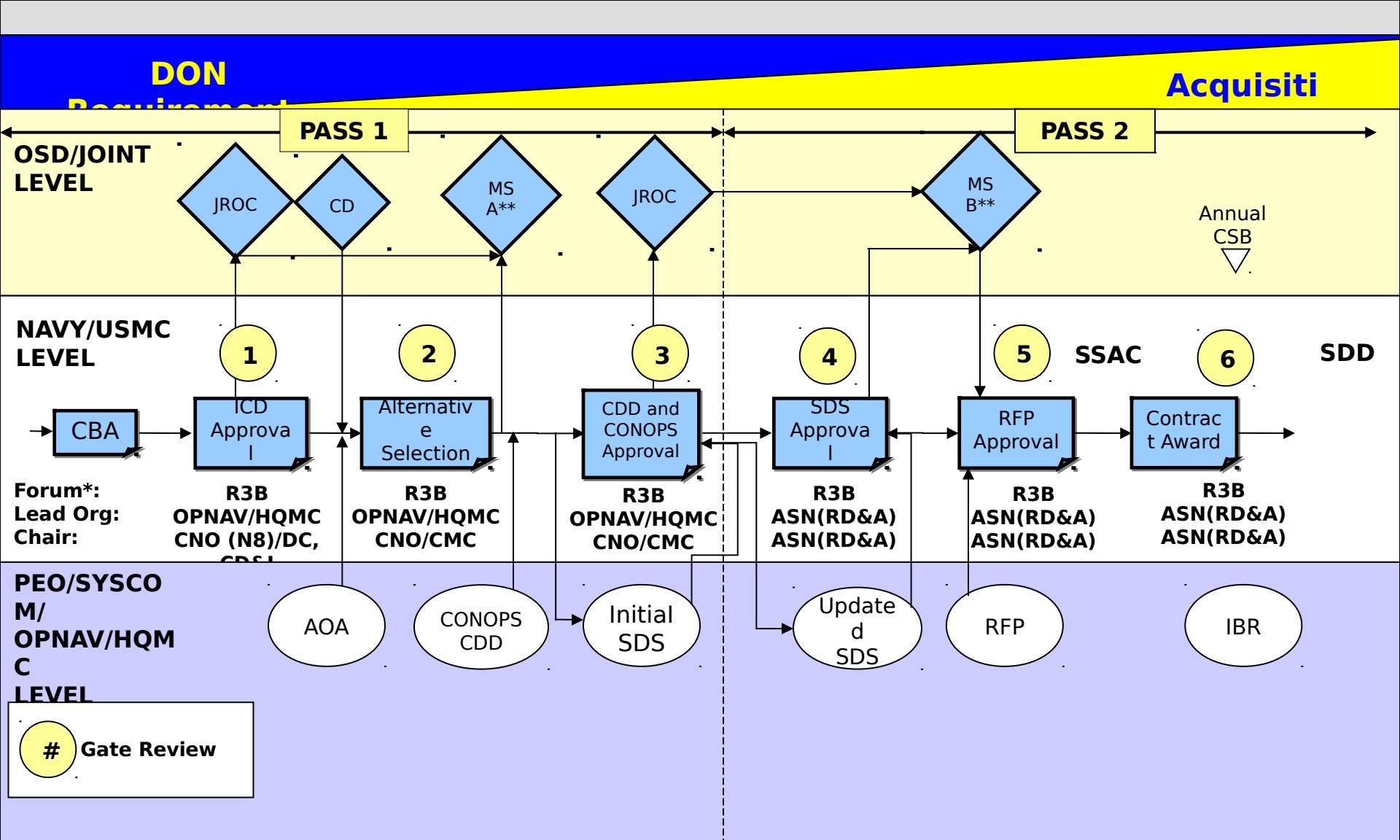


Pass 2 - Acquisition Gates

- Gate 6: Assesses readiness for production
 - occurs after contract award and IBR completion
 - input: Source Selection completed, contract awarded, IBR completed
 - brief: Capability, **risk, independent/PM cost and schedule estimates**
 - brief: Assesses IBR results, sufficiency of the SDS and EVMS PMB (EAC)
 - outcome: follow-on Gate 6 reviews prior to and post MS-C, FRP DR
- Gate 6 follow-on: Pre-LRIP, Pre-FRP DR
 - “as needed” tailored approach
 - specific elements undefined in SECNAV 5000.2, same as Gate 6



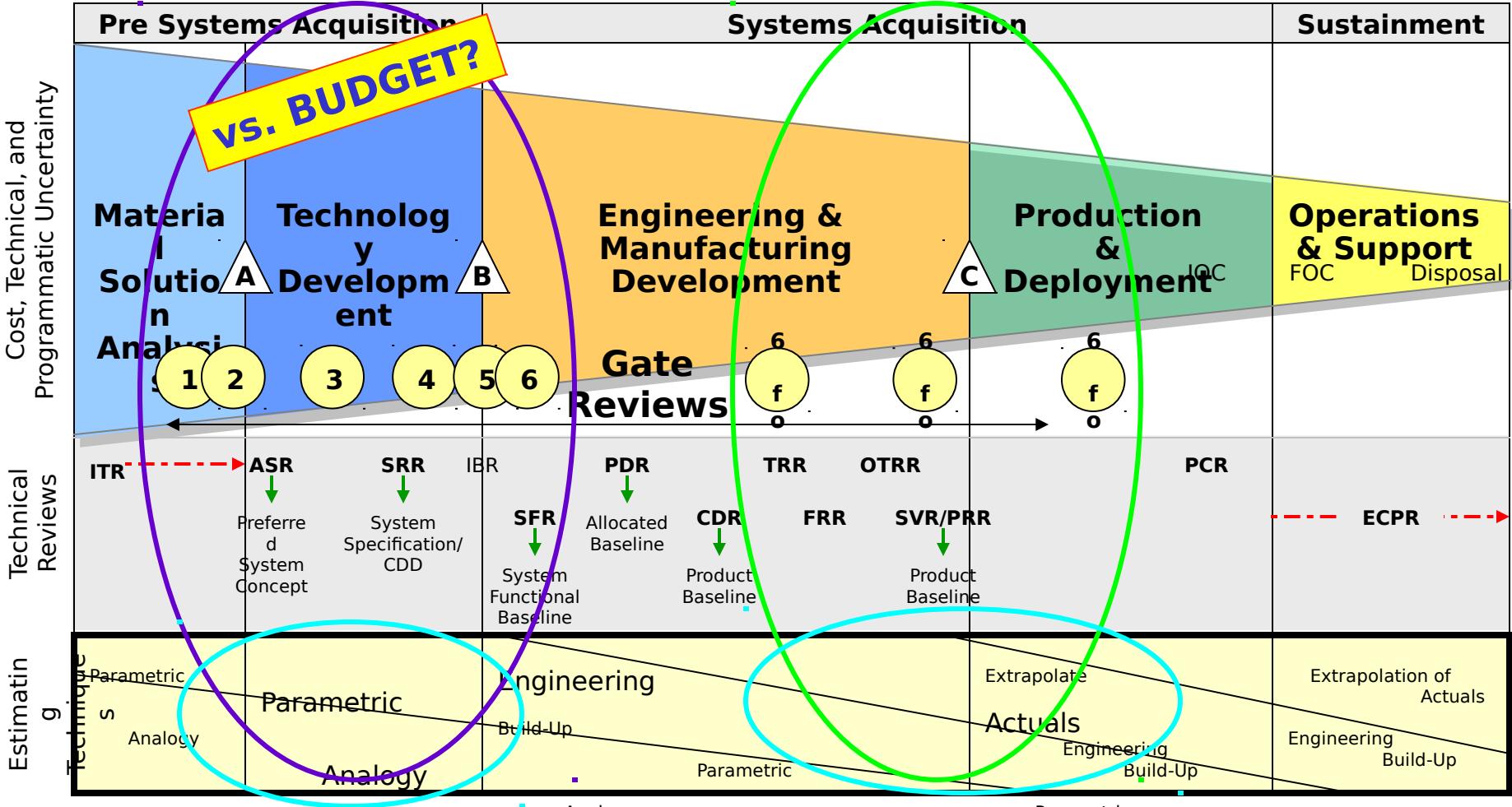
Illustrated example for program initiation at Milestone A



Illustrated example for program initiation at Milestone B



Program Cost Uncertainty Over Time





Gate Review Process

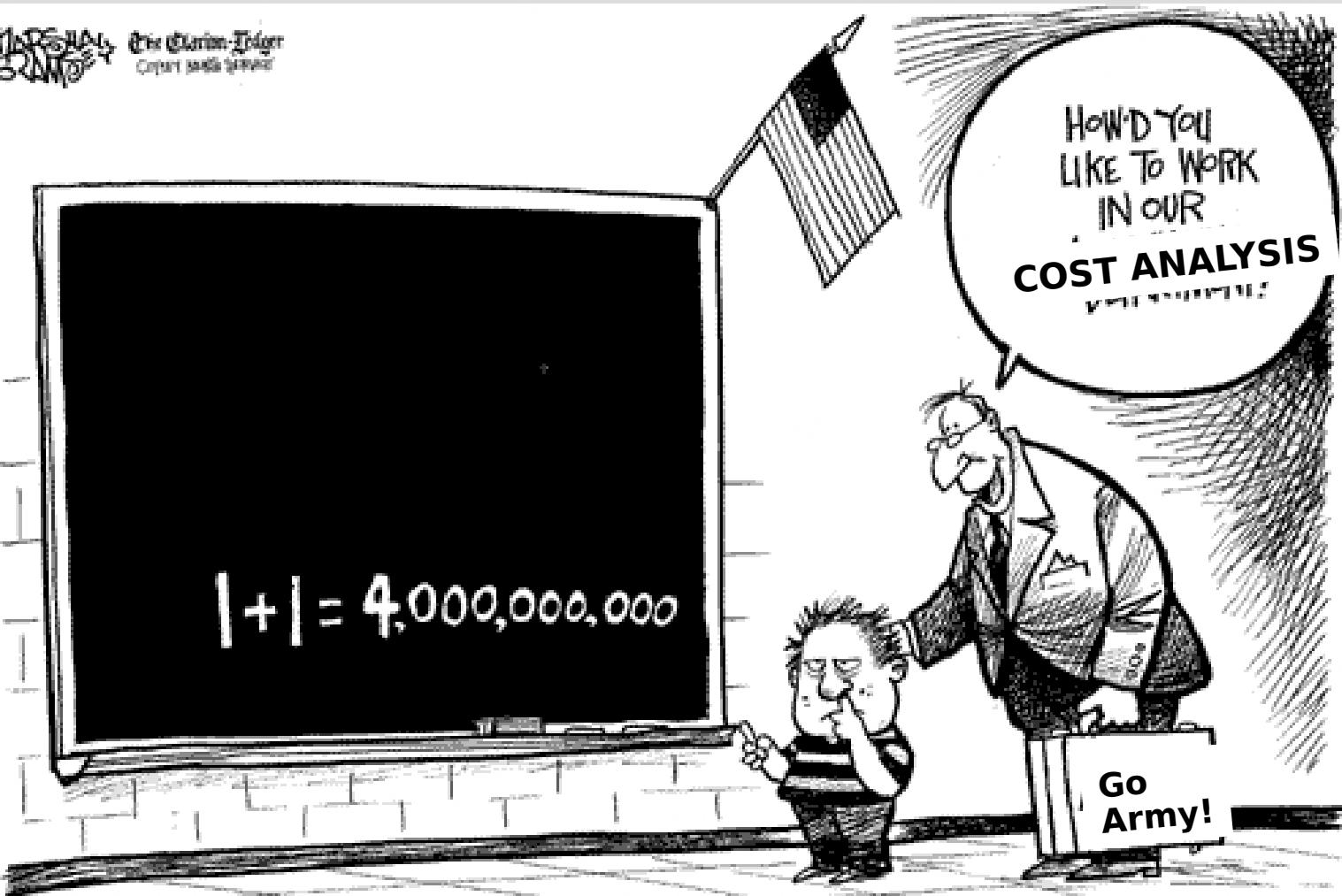
Potential “Cost Community” disconnects?

- How often are the program's definition and bounds changing during the pre-MS-B timeframe?
- What reliable data is available to estimate a program this early in its acquisition life cycle?
- What documents are complete and approved leading up to each Gate?
- To what extent are CAIV decisions still being made prior to RFP release?
- Do “best practice” estimating methods allow significant cost estimate confidence at this point?
- As the estimate progresses, in what “ballpark” should the estimate's upper bound of range be expected to cover potential costs into MS-B?
- How will the range and estimates be used to program a budget at this early phase in the program?
- What value does an independent assessment add in the early “requirements” Gates?



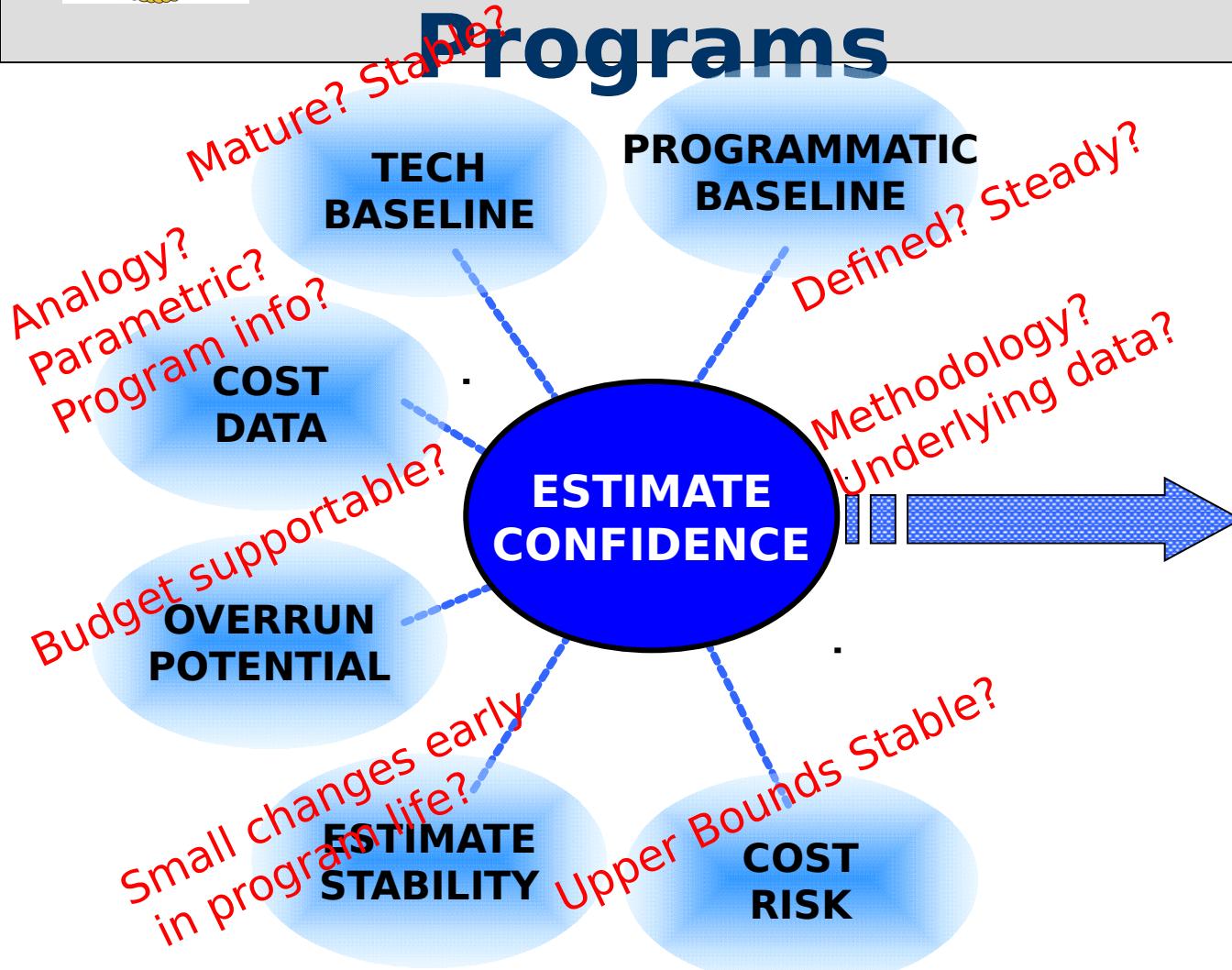
Questions?

MARSHAL
CAMP
The Clinton-Dole
COMMITTEE

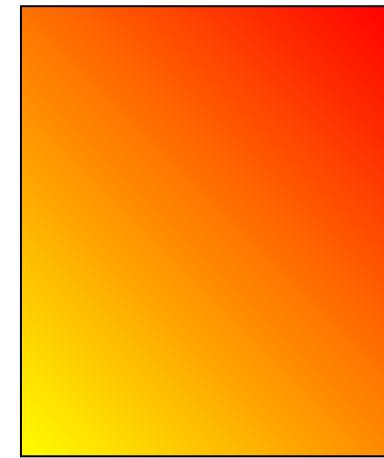




Cost Estimate Confidence thru Pre-MS-B Phase of Programs



SCORE



MOST CASES
WILL BE RED
OR YELLOW